Accident Fund Holdings, Inc.
Individual Focus. Collective Strength.

ANNUAL REPORT 2011

Accident Fund Holdings, Inc.

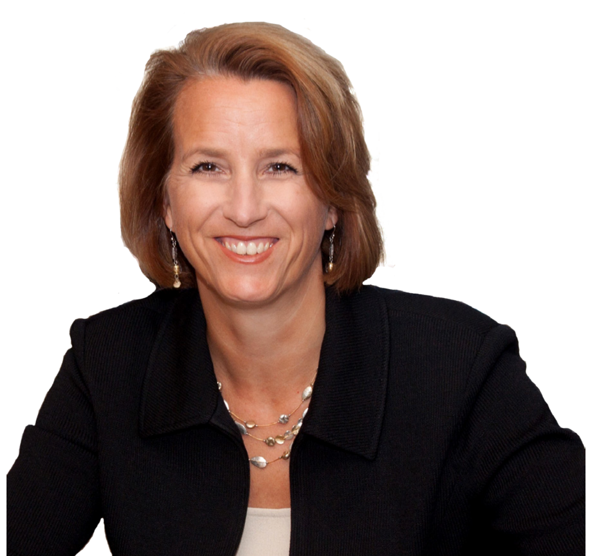
Individual Focus. Collective Strength.

Accident Fund Insurance Company of America
United Heartland
CompWest
Third Coast Underwriters

CONTENTS

MESSAGE FROM PRESIDENT & CEO

For our industry, the end of the first century of workers' compensation insurance included some significant challenges, perhaps as great as the challenges the country faced when the first workers' compensation laws were passed in 1911.

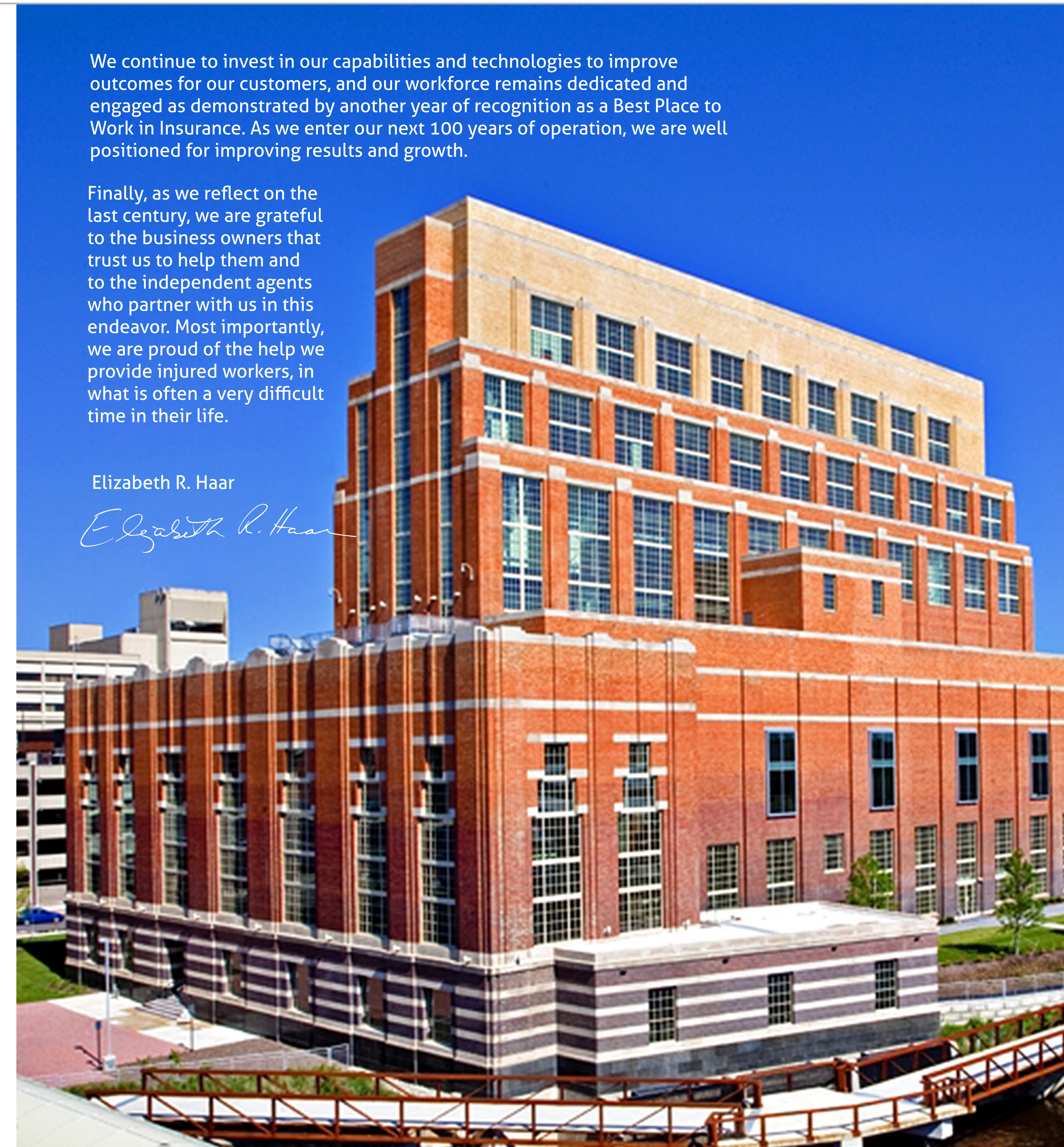


2011 was a milestone year for Accident Fund, marking the end of our first century of operations, and setting the stage for our 100-year anniversary in 2012. While our organization has grown and evolved over the last century, we are comforted that our core mission and values have not changed; we remain dedicated to helping employers create safer work environments, protecting their organizations from unpredictable and often significant costs related to workplace injuries. And when accidents unfortunately do occur, we help injured workers return to as normal a life as possible, as quickly as possible. Over these 100 years, our team continues to take great pride in this critical role in our society.

The last year also included a move to a new national headquarters in Lansing, Michigan, to a building that is the perfect symbol for our organization. Our new headquarters is a renovated power plant, originally built in 1939, and renovated to maintain the unique historical features of the building, while blending the capabilities of a modern and open workspace. A reminder that both a historical view, and a fresh opportunistic look to the future, is important to our organization.

For our industry, the end of the first century of workers' compensation insurance included some significant challenges, perhaps as great as the challenges the country faced when the first workers' compensation laws were passed in 1911. The prolonged economic challenges in our country, combined with historically low levels of investment income, have put pressures on our industry. Since our job is to help employers and employees alike, our industry is negatively impacted by business failures and high unemployment.

Our organization has not been immune from the challenges facing the rest of the industry, but we are proud that we have come through these tough economic times in good financial condition.



We continue to invest in our capabilities and technologies to improve outcomes for our customers, and our workforce remains dedicated and engaged as demonstrated by another year of recognition as a Best Place to Work in Insurance. As we enter our next 100 years of operation, we are well positioned for improving results and growth.

Finally, as we reflect on the last century, we are grateful to the business owners that trust us to help them and to the independent agents who partner with us in this endeavor. Most importantly, we are proud of the help we provide injured workers, in what is often a very difficult time in their life.

Elizabeth R. Haar

FINANCIAL OVERVIEW

Throughout our 100-year history, Accident Fund has experienced a variety of economic environments and market conditions. Starting with the financial crises in 2007 and its impact on investment values and the economy, the last five years have been some of the most challenging in our history.

Accident Fund has come through these tough conditions maintaining a strong capital position and an excellent financial strength rating. As shown below, our statutory surplus approached $580 million and we maintain a very conservative premium-to-surplus ratio of 1.04 as of the end of 2011. Additionally, we maintain a strong and conservative balance sheet. Our investment portfolio totals over $2.0 billion, and is comprised primarily of investment grade bonds, with an average S&P rating of A+, and high quality equity securities.

	2011	2010	2009	2008	2007
Shareholders' Equity	829,592	841,558	884,836	783,205	841,325
Statutory Surplus	578,901	648,218	689,921	577,274	656,849
Net Income/(Loss)	(53,394)	(53,712)	79,093	(30,749)	98,166
Net Written Premium/Surplus	1.04	1.12	1.13	1.50	1.25
Leverage Ratio—Net Written Premium + Net Reserves/Surplus	2.94	2.99	2.74	3.41	2.91

578 MILLION
Statutory Surplus

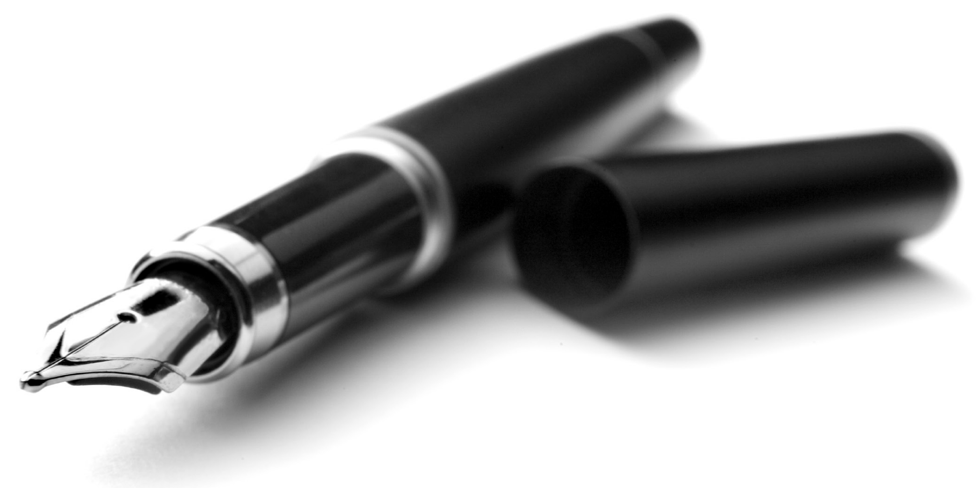
1.04
Net Written Premium/Surplus

FINANCIAL RESULTS

Adverse development on prior year losses, especially in California, and the recession years of 2007 to 2009 has negatively impacted our financial results in recent years. This increase in the cost of claims is being driven by four significant factors. First, the poor economic conditions and lack of jobs has resulted in the extended duration of claims as injured workers have fewer opportunities to return to work. Second, we have seen a major increase in medical costs and utilization. Third, the regulatory and judicial environment has resulted in several changes that add to the cost of settling claims. Finally, also consistent with the times, the frequency of litigated claims has increased significantly.

We have been strategically responsive to these conditions and focused our resources on improving our claims management practices to control loss costs for our company and our insureds. We have also refined our underwriting and pricing capabilities to improve our underwriting results. Additionally, we have made our company more effective and efficient through our "spend smart" strategies and consolidation of administrative functions.

We are beginning to see signs of improvement in the economy and the marketplace. These positive signs, along with our strategic actions, have us well positioned for growth and profitable operations as we move forward.



FINANCIAL RESULTS

Dollars in thousands Year Ended December 31	2011	2010	2009
Revenues			
Direct Written Premiums	771,686	743,009	798,311
Net Written Premiums	605,584	726,528	779,088
Net Earned Premiums	592,619	750,054	781,425
Net Investment Income	60,594	68,567	73,155
Net Investment Gains	47,759	71,644	105,511
Total Revenues	700,972	890,265	960,091
Pre-Tax Operating (Loss) Income	(130,760)	(139,330)	16,262
Net (Loss) Income From Operations	(84,436)	(100,280)	10,481
Net (Loss) Income	(53,394)	(53,712)	79,093
Return on Equity	-6.4%	-9.9%	2.3%
Underwriting Ratios as a Percentage of Net Earned Premiums*			
Losses & Loss Adjustment Expenses	90.5%	94.0%	78.5%
Policy Acquisition & Other Underwriting Expenses	27.4%	24.4%	24.4%
Policyholder Dividends	4.3%	3.4%	3.7%
Combined Ratio	122.3%	121.7%	106.6%
Balance Sheet Data as of Year End			
Cash and Investments	2,036,166	1,947,307	1,925,258
Total Assets	3,160,238	2,981,653	2,945,186
Reserves for Losses and Loss Adjustment Expenses	1,302,654	1,399,664	1,305,488
Notes and Subordinated Debt	189,541	159,611	146,996
Shareholder's Equity**	800,936	841,558	884,836
Statutory Surplus	578,901	648,119	689,923

**Excludes premiums ceded and corresponding amount of losses associated with $400,000 in excess of $100,000 reinsurance treaty in 2011*

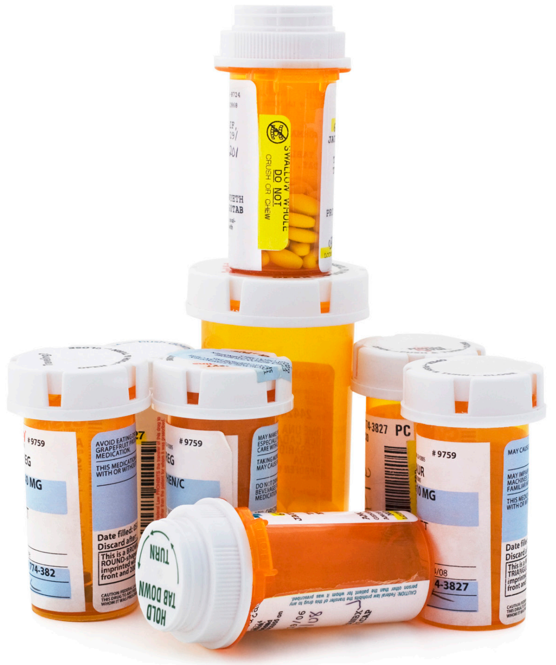
***Exclusive of Non-Controlling Interest*

STRATEGIC FOCUS ADDS STRENGTH

Finding new market opportunities and focusing on specific market appetites is integral to improving our overall results. In 2011 we were successful at honing in on profitable market appetites in difficult markets such as California and Illinois, while simultaneously entering new markets with expansions in the Gulf states (with Third Coast Underwriters expansion into oil and gas and USL&H in particular) and Maryland and Texas (with Accident Fund Insurance Company of America expansions in late 2010 and 2011). Additionally, we enhanced our large deductible market and appetite through operations at Third Coast Underwriters.

One of our biggest areas of strategic success in 2011 was medical management. Increases in specific medical trends and medical costs continue to drive up workers' compensation claim costs. In our unwavering commitment to providing the best service to policyholders and injured workers, we have adopted aggressive strategies to improve medical outcomes, which led to better financial results.

In 2010 we introduced a comprehensive medical management strategy, kicking off that effort with the launch of Care Analytics. This tool provides data-driven capabilities to get injured workers the care they need at the time they need it, reducing claims durations and controlling costs. In 2011, we deployed Care Analytics across the country allowing us to focus on connecting injured workers with physicians who are knowledgeable in occupational medicine and quickly getting them back on the job in a productive state.



Another area of medical management that is steadily increasing in concern is the recent shift in prescribing more narcotics to patients for pain management.

Opioid medications such as codeine, morphine and hydrocodone, are now being prescribed at higher dosages and are routinely making their way into the hands of injured workers without the proper controls, regardless of the health risks. Accident Fund Holdings has been monitoring the use of opioids to manage chronic pain for years and the results of a recent study completed in 2011 with the Division of Environmental and Occupational Medicine at Johns Hopkins School of Medicine has validated the scope of this problem. Based upon the results of that study, Accident Fund Holdings recently created a comprehensive narcotics program to help reduce the health risks of these drugs on injured workers and ultimately provide a mechanism for them to get back to work sooner.

Finally, with regard to medical management, over the past year, we have collectively added nurse case managers across the country to improve the medical assistance we provide to injured workers and we continue to invest in our medical bill system and PPO's producing medical bill savings of 55.2% as compared to bill charges.

While it is important for us to address the short-term challenges we encounter along the way, it is equally critical for us to plan for long-term success. Key to our long-term view is our focus on finding the right balance between investing in our organization to improve outcomes but being efficient with premium dollars. In 2011, we invested in expanding our predictive modeling efforts from just Accident Fund Insurance Company of America to CompWest and the California marketplace, enhancing our ability to target good business. Our approach to predictive modeling on the underwriting side is different from the rest of the industry, providing our agents with much more flexibility in pricing. Additionally, in 2011, we enhanced our enterprise risk management efforts.

Our final key to the strength of our company is our talented and dedicated workforce. We are committed to recruiting the best talent in the industry and we offer an environment that allows people to grow and thrive. We were pleased, in 2011, to have Accident Fund and United Heartland named as "Best Place to Work in Insurance" by *Business Insurance* magazine for the second year in a row. All four of our operating units have built strong, yet unique, cultures over the years, keeping our employees engaged and committed to providing superior service to our customers.

Looking ahead, we are focused on achieving and maintaining underwriting excellence across our operating units. Our focus on underwriting, coupled with the great strides we made in 2011 in improving our claims outcomes, positions us very well for future success.

INDIVIDUAL FOCUS – COLLECTIVE STRENGTH

ACCIDENT FUND HOLDINGS

Accident Fund Holdings, Inc.

Accident Fund Holdings coordinates the operations of our four insurance operating units as well as provides the corporate and administrative functions. The combined enterprise is the 13th largest provider of workers' compensation in the nation, and the largest non-governmental specialty writer in the country. Our size and specialization allow us to generate significant economies of scale and superior technical capabilities for our operating units.

Even though we are a national writer, we operate as a collection of regional and specialized business units that have unique and local knowledge of their customers and markets. We are able to focus our resources in the optimal markets, and through our corporate initiatives, maintain consistent best practices throughout the country.

ACCIDENT FUND INSURANCE COMPANY OF AMERICA*

Accident Fund®
INSURANCE COMPANY OF AMERICA

With over a century of experience, exclusively in workers' compensation insurance, Accident Fund Insurance Company of America focuses on providing small- to mid-sized businesses throughout the Midwest and South the tools they need to help keep their employees safe. Our loss control professionals partner with customers to prevent injuries, develop safety programs and assist with return-to-work strategies.

In 2011, Accident Fund saw premium growth of over six percent through a combination of rate increases, increases in audits and endorsements, and by gaining traction in the recent new markets in Texas and Maryland. Despite three years of underwriting losses, the company still has outstanding long-term combined ratios averaging eight points better than the industry. 2011 included a focused turnaround plan in Illinois, recognizing a 15.4 point improvement in the combined ratio in the state. Despite the tough market conditions, we also continued to invest in the tools that make our agent and customer processes easier, enhancing our predictive modeling tool offering cutting-edge pricing flexibility for our agents, implementing online bill pay options and monthly reporting, implementing a new risk management tool for large accounts, and giving insureds the ability to access adjuster notes. The majority of 2011 losses were driven by development on accident years 2007 to 2009, increasing claim durations and underwriting challenges in Illinois. With additional turnaround efforts in 2011, the company anticipates returning to underwriting profit with the 2012 accident year.

Accident Fund Companies Selected Financial Data
(dollars in thousands)

	2011	2010	2009	2008
Direct Written Premium	459,779	431,997	473,495	541,481
Net Earned Premiums	444,063	444,436	465,467	539,562
Underwriting Gain (Loss)	(78,768)	(57,170)	(22,711)	10,658
GAAP Combined Ratio	117.7%	112.9%	104.9%	98.0%

**Accident Fund Companies includes Accident Fund Insurance Company of America, Accident Fund National and Accident Fund General.*

UNITED HEARTLAND*

United Heartland focuses on mid- to large-sized accounts in the fields of healthcare, nursing homes, nonprofits, social services, manufacturing, transportation, schools and wholesale/retail in 15 Midwestern and Southeastern states. The company consistently lowers the customers' cost of risk through its service-oriented approach to underwriting, loss control and claims. United Heartland values its long-term relationships with customers and agents and is committed to working collaboratively with our agent partners to continue to provide innovative, responsive and value added solutions.

In 2011 United Heartland returned to the underwriting fundamentals that have helped the company consistently outperform the industry. This past year, the company increased premium by 9.7 percent and continued to outperform the industry combined ratio by a large margin. While the company realized an underwriting loss in 2011, we have a long history of producing profit – 20 years out of the 22 we have been in business – boasting a cumulative combined ratio of 94% since becoming part of Accident Fund Holdings. In 2010, Illinois was the most challenging market for United Heartland and extra efforts in that state turned it from unprofitable to break-even/slight profit in 2011, improving the Illinois accident year combined ratio from 113.3% to 101.5%.

A big point of pride in 2011 for the company was the introduction of a new state-of-the-art Risk Management Information System (RMIS) to its key accounts and agents. The new RMIS system helps clients understand and manage risk, identify cost drivers, and share risk data, making doing business with United Heartland even easier. Additionally, the company was able to expand into market segments that are seeing growth in the industry, such as health care; we enhanced our loss control processes and ratings; developed a 360 review process to improve our risk selection within our core segments and implemented a new slip-and-fall program, avoiding losses and saving customers money. We were also named a "Best Place to Work in Insurance" by *Business Insurance* magazine and a "Top Place to Work in Southeastern Wisconsin" by the *Milwaukee Journal-Sentinel*.

We closely align individual account pricing with our loss control opinions and only underwrite customers who are committed to workplace safety and who value aggressive claim handling and innovative loss control practices. Overall, United Heartland performed well in 2011 and is positioned to make marked improvements in 2012.

United Heartland Selected Financial Data
(dollars in thousands)

	2011	2010	2009	2008
Direct Written Premium	229,625	209,369	208,884	205,608
Net Earned Premiums	219,178	208,251	204,488	193,565
Underwriting Gain (Loss)	(27,801)	(4,599)	4,844	16,925
GAAP Combined Ratio	112.7%	102.1%	97.6%	91.2%

**United Heartland is the marketing name for United Wisconsin Insurance Company.*

THIRD COAST UNDERWRITERS*

Third Coast Underwriters, with agency appointments in many of the Midwest and Gulf states, focuses on underserved markets that are complex and challenging such as construction, non-trucking transportation, emerging markets, mergers & acquisitions, oil and gas, and USL&H operations, with a minimum premium of $150,000 for most classes. The company prides itself on unique, effective services that are focused on improving customers' financial outcomes. Third Coast Underwriters supplies a dedicated, tenured claim professional to each and every account and is committed to developing long-term partnerships with our customers to achieve superior results.

2011 was a successful foundation-building year for our team and our market reputation. Third Coast, which we launched in 2010, completed its first full year of operations in 2011, with $13.3 million in premiums following its strategy of thoughtful growth, maintaining underwriting and pricing discipline.
This past year brought significant growth to Third Coast, with the expansion of our business model into USL&H and oil and gas operations in the Gulf states of Louisiana and Texas as well as beginning to offer large deductible policies. We have made great progress in agent partnerships, with over 80 appointments in our short period of operation, and now writing business in seven states. We saw many accomplishments in 2011, among them, rolling out our unique, quarterly account management process, keeping the insured, agent and company aligned and focused on workplace safety and top quality management of claims; implementation of our unique risk management information system; and solidifying our first million dollar plus agency relationships, with the potential for significant growth as we prove our value.

Any losses the company has seen this past year still reflect the initial investment in the new market. As we move forward, we see sustained underwriting integrity as a lynchpin of our success. The classes of business we target are unique and we believe the selection, pricing and profitability of this market is contingent upon underwriting, claims and loss control working in concert to choose and service business. In a very short period of time, Third Coast has effectively established itself in targeted, specialized markets, positioning us well for continued growth in 2012.

Third Coast Underwriters Selected Financial Data
(dollars in thousands)

	2011	2010	2009	2008
Direct Written Premium	13,251	3,657	N/A	N/A
Net Earned Premiums	7,819	1,145	N/A	N/A
Underwriting Gain (Loss)	(5,489)	(2,024)	N/A	N/A
GAAP Combined Ratio	170.2%	276.8%	N/A	N/A

**Third Coast Underwriters is the marketing name for Third Coast Insurance Company and all policies are underwritten by Accident Fund Companies.*

COMPWEST INSURANCE COMPANY

CompWest

With its innovative approach to the business, offering products through a select network of independent, regional insurance brokerages with proven track records of superior client service, CompWest has a strong history in the Western United States. Our focus is on mid-size employers in industries such as light manufacturing, auto dealers, country clubs, retail/wholesale stores, hotels, restaurants and wineries. Our trademarked program, "Workers Compensation with Care," sets us apart as a pioneer in leading-edge claims management strategies.

2011 brought a new management team to the company, allowing for the development of a fresh business plan that increases our focus in territories and classes of business that represent the best opportunities for the business. This past year, CompWest deployed a new state-of-the-art predictive modeling system to enhance risk selection and pricing capabilities, reduced our ultimate accident year loss ratio by nearly 20 points, gained traction with bulk settlements which will save all insureds money, made significant progress with new and expanded nurse case managers to help injured workers navigate the complex medical system, and achieved progress with new and expanded keep-at-work efforts.

Economic and underwriting market challenges in California in 2011, combined with key judicial decisions, continued to create challenges for the entire workers' compensation industry in the state. Unfortunately, CompWest was not immune to those challenges, and posted an underwriting loss for the year. Despite these challenges, CompWest is increasing penetration in target niches, like the California Manufacturing & Technology Association (CMTA). This program expanded the CompWest appetite and introduced a higher level of service to the members of this large association. The CMTA believes that CompWest's approach to workers' compensation is clearly focused on helping policyholders manage and control workers' compensation costs. In 2011, the program, which was only the second year of partnership, wrote over $18.2 million (2011 calendar year) in premium for more than 250 association members.

CompWest Selected Financial Data
(dollars in thousands)

	2011	2010	2009	2008
Direct Written Premium	65,021	92,945	111,158	121,671
Net Earned Premiums	6 4,849	92,889	107,094	120,975
Underwriting Gain (Loss)	(69,989)	(94,376)	(17,676)	1,022
GAAP Combined Ratio	207.9%	201.6%	116.5%	99.2%

FOCUS ON GIVING BACK TO OUR COMMUNITIES

Accident Fund Holdings has a long history of being a generous and compassionate corporate citizen. The responsibility to give back to the communities in which we do business is ingrained in our culture. We know that the volunteer groups and non-profit organizations that do so much to help our communities can't fulfill that mission alone. Each year we make donations to a wide variety of human service organizations, regularly partnering with agents, our employees and our policyholders whenever possible. In 2011, we gave nearly $450,000 to community-based human service organizations all over the United States.

Beyond the monetary donations we make throughout the year, our dedicated employees are even happier to give the gift of time by participating in activities such as blood drives, Habitat for Humanity builds, donating to food banks, and a wide variety of other ways in their local communities.

VOLUNTEER EFFORTS ACROSS THE NATION

One Saturday in October, Accident Fund Insurance Company of America employees rolled up their sleeves in partnership with Habitat for Humanity Lansing to participate in a hands-on building day at a new home construction site. Their team effort helped to complete a six-bedroom, two-story home constructed for, and in partnership with, a family of twelve.

"This was a great opportunity for Accident Fund employees to help a family in the Lansing area move one step closer to owning their own home," Mike Britt, president of Accident Fund Insurance Company of America and Habitat for Humanity Lansing Board member, said. "As an added bonus, it also gave our staff the chance to work together on something outside of the office and share their many talents with others in our community."

Also in October, over 3,000 insurance employees, including a team of employees from CompWest, participated in over 500 projects around the country as part of the Insurance Industry Charitable Foundation's annual Volunteer Week. During Volunteer Week, teams of insurance volunteers across the country fan out into local communities to donate service at neighborhood and community nonprofit organizations.

During Volunteer Week, a team of CompWest employees volunteered at the San Francisco Food Bank, where they boxed up 400 pounds of wheat bran flakes and 250 pounds of brown rice. The time they donated benefitted all walks of life in the greater San Francisco area, including seniors, working adults, children and the homeless. Additionally, a separate team of CompWest employees, volunteered at the YMCA of Orange County Foster Youth Mentoring Program by participating in the "YMCA Halloween FunDay" – a five-hour event where foster youth were matched with an adult mentor for the day.

Some of the other organizations we supported in 2011 include, but are not limited to: American Cancer Society, American Red Cross, Big Brothers Big Sisters, Children's Trust Fund, Cystic Fibrosis Foundation, EVE, Inc., Greater Lansing Food Bank, Griffith Insurance Education Foundation, Habitat for Humanity, Haven House, Make-A-Wish Foundation, National Kidney Foundation, Ronald McDonald House of Mid-Michigan, Special Olympics Wisconsin and Westran Insurance Scholarship.

$450,000
Given to community-based human service organizations

Habitat for Humanity®
Lansing

December 1, 2011

In 2011, Accident Fund partnered with Habitat for Humanity Lansing and helped build a new home on Danbury Crossroads on Lansing's south side by supplying funding and manpower. The donated funds went directly to the purchase of building materials such as: paint, lighting fixtures, and wood.

Additionally, more than 20 Accident Fund employees spent a Saturday at the Danbury home, priming and painting walls in a cloud of drywall dust. The team worked hard and enjoyed the chance to work together to give back to the community where they live and work.

Accident Fund President, Mike Britt, is the Vice President of our Board of Directors. Mike is actively involved at build sites and participates at Habitat fundraising events. This past June Mike wore a Habitat apron and grilled hot dogs at Habi Hour, an annual "friend" raiser event.

Our mission is to eliminate substandard housing in the Greater Lansing community and improve neighborhoods by working in partnership with local economically disadvantaged families to achieve and maintain homeownership.

We are grateful to have the support of Accident Fund!

Sincerely,

Dena Vatalaro
Marketing & Development Director
Habitat for Humanity of Lansing

Make-A-Wish®
Wisconsin
13195 W. Hampton Ave.
Butler, WI 53007
262 781-4445
262 781-3736 fax
wisconsin.wish.org

MAKE·A·WISH®

March 31, 2011

Mr. Stephan Cooper
United Heartland
Accident Fund Holdings, Inc.
15200 West Small Road
New Berlin, WI 53151

Dear Mr. Cooper,

Thank you for your generous contribution to Make-A-Wish Wisconsin. We are so grateful for your participation. Through your support, you are helping make magical wishes come true for more than 250 Wisconsin children living with life-threatening medical conditions. Specifically, Mustafa's wish to go to the Mall of America will come true through the support of United Heartland Accident Fund Holdings, Inc.

Fourteen-year-old Mustafa likes to play video games, especially Madden games. His wish will be granted this year when he and his family travel to the largest shopping complex in the United States, the Mall of America. Mustafa will "shop 'til he drops" at tons of stores, including his favorite, Gander Mountain. The Mall of America will entertain them with a movie theater, restaurants, and even roller coaster rides! Mustafa will return to Wisconsin with a pile of purchases, but most importantly hope, strength and joy.

Last year Make-A-Wish Wisconsin granted a record-breaking 318 wishes and there are currently more than 250 wishes in progress. As our wishes grow in numbers, we continue to be fiscally responsible stewards with the funds we receive from donors like you. We are proud that 81 cents out of every dollar received by the Make-A-Wish Foundation® of Wisconsin goes directly toward wish granting.

Please accept Mustafa's star with our heartfelt thanks. We hope it will serve as a reminder that your support will have a lifelong impact on the special children we serve. On behalf of the Make-A-Wish® Board of Directors, staff and Wisconsin wish children and their families, we thank you for your generosity and commitment to helping *share the power of a wish®*.

Best Wishes,

Tony Fuerst

Anthony Fuerst
Chairman of the Board

Patti Gorsky

Patti Gorsky
President & CEO

BBB | Business Ethics Torch Award
Trust • Performance • Integrity
BBB Serving Wisconsin

STRENGTH OF LEADERSHIP — AFHI BOARD OF DIRECTORS

We would like to give special thanks to our Board of Directors:

JAMES G. AGEE
Chairman of the Board
President
J.G. Agee Consultants, LLC.

LEWIN WYATT JR., D.O.
Vice Chair of the Board
Medical Provider

MARK R. BARTLETT
Executive Vice President, Chief Financial Officer & President of Emerging Markets
Blue Cross Blue Shield of Michigan

NANCY P. MCKEAGUE
Senior Vice President
Michigan Health and Hospital Association

CHARLES L. BURKETT
Retired Administrative Director
Michigan Farm Bureau

IRIS K. SALTERS
Retired President
Michigan Education Association

PATRICK J. DEVLIN
Financial Secretary/Treasurer
Michigan Building & Construction Trades Council

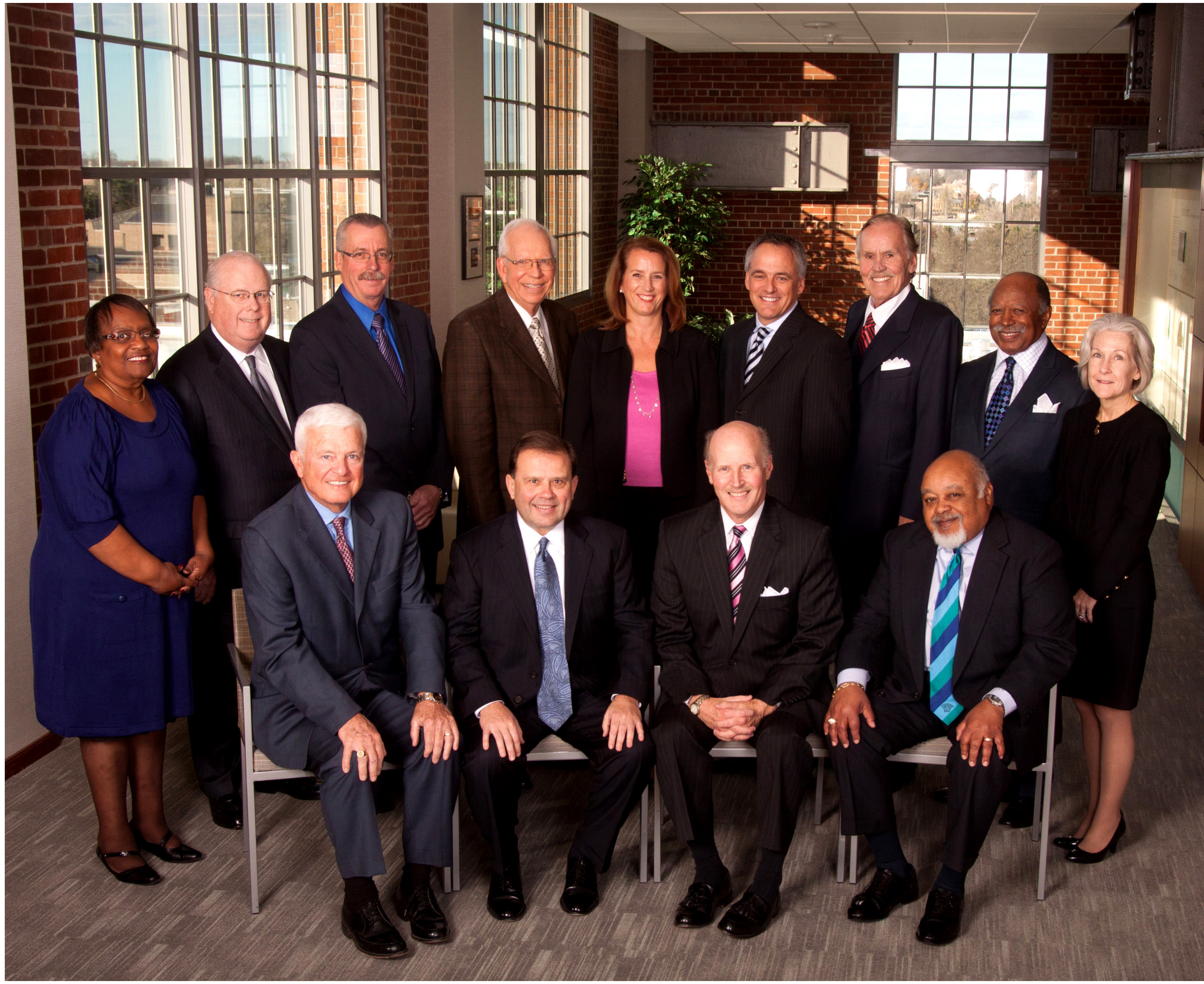
GREGORY A. SUDDERTH
President
Executive Labor-Management Services Inc.

A. GREGORY EATON
Partner, Karoub Associates
Owner, Metro Cars Luxury Sedans and Gregory's

RICHARD E. WHITMER
Retired President and Chief Executive Officer
Blue Cross Blue Shield of Michigan

ELIZABETH R. HAAR
President and Chief Executive Officer
Accident Fund Holdings, Inc.

DANIEL J. LOEPP
President and Chief Executive Officer
Blue Cross Blue Shield of Michigan



10000